United States Marine Corps

LCDR David McKay

Defense Equal Opportunity Management Institute,

Patrick AFB, FL

Organization Assessment Process

USMC MEOCS

USMC MCCS

USMC MEOA

Vectoring in on EO Climate

Observations & Interviews

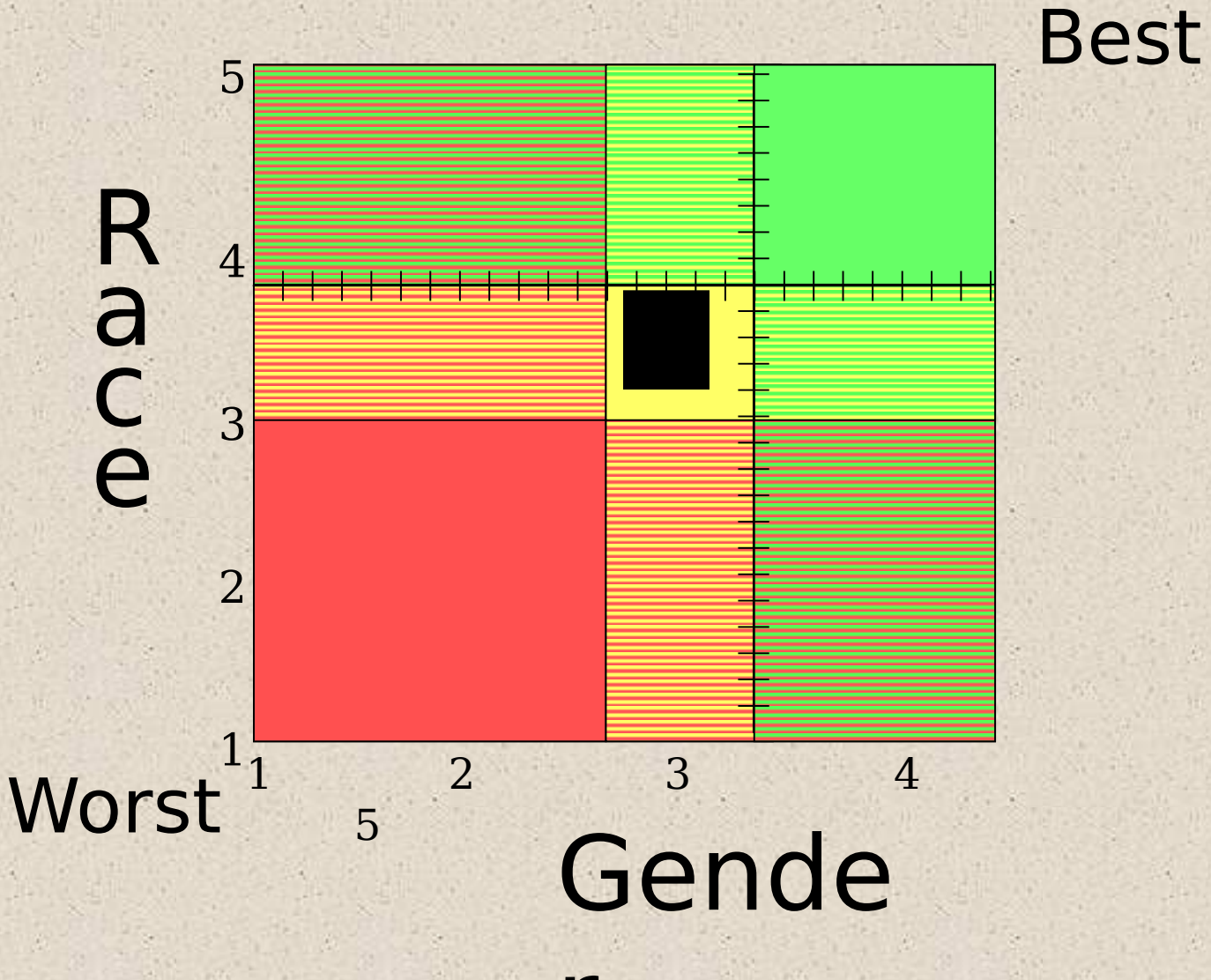
What is MEOCS

- Organizational development survey
- Focuses on perceptions
  - equal opportunity (EO)
  - organizational effectiveness (OE)
- Administered by request of commander
- Feedback is confidential to the commander
- Unit results added to overall

Versions of MEOCS

- Standard (Universal, All Services)
- All Male
- Equal Employment Opportunity (EEO) version
- LITE version
- Small Unit version
- Special versions

Overall USMC EO Climate



Race Climate

Unit-level measures:

- Discrimination is ***uncommon***
- Unit climate measures typically ***positive***
- Two areas to consider:
  - Percentage of minorities rating unit climate “poor” or “very poor”
  - Minorities’ perceptions of unit integration

Service-level measures:

- Minorities’ perceptions of discrimination

Gender Climate

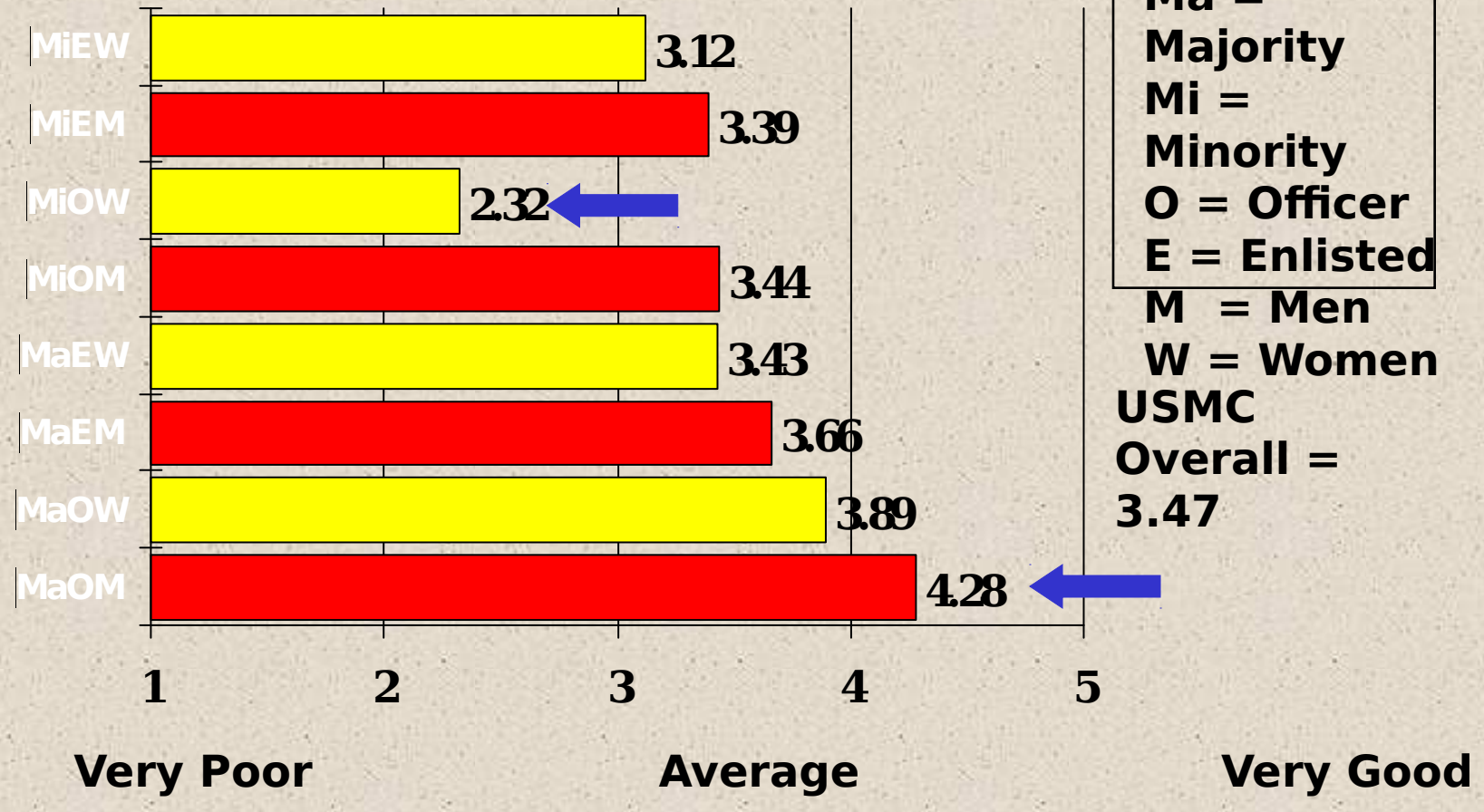
Unit-level:

- The overall gender climate is positive.
- An area to consider
  - Three demographic groups rated the unit climate “poor” or “very poor” (minority women officers, minority women civilians, and minority men civilians-junior)

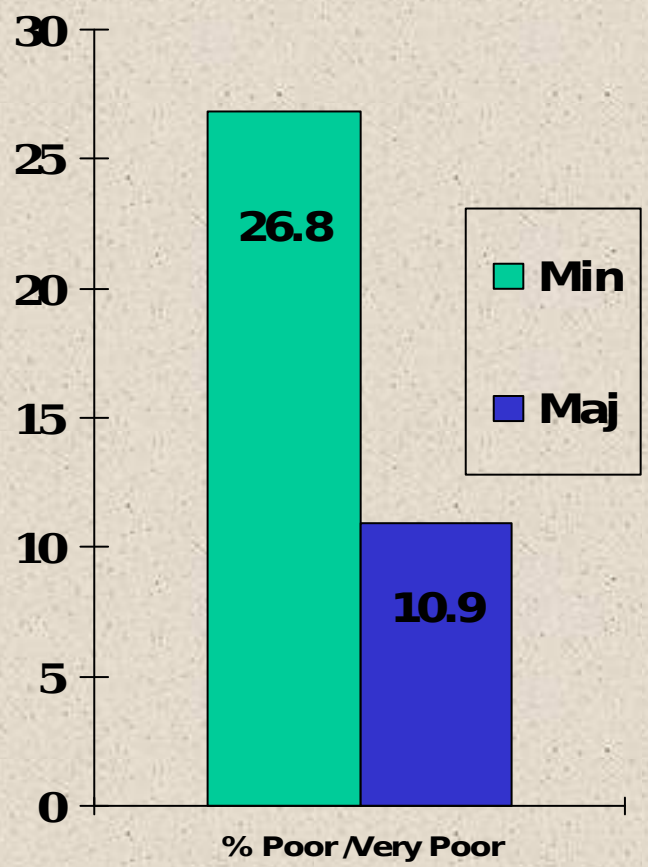
Service-level measures:

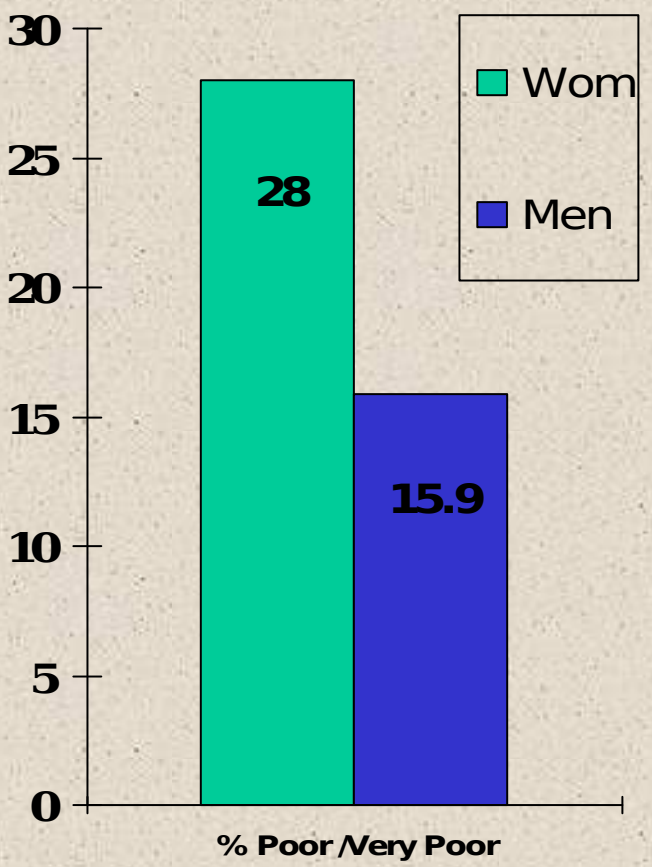
- Women’s perceptions of discrimination
- Men’s perceptions of reverse discrimination

Overall EO Climate
(Total USMC - Military - Year 2001)



Percent Rating EO Climate "Poor" or "Very Poor": By Demographic Group for 2001 Data





No Real Change from Mean Scores from 1996 to 2000

Military and Civilian Climat

- The respondents did show a sizable disparity of perceptions between the military personnel and civilians.
- Civilians were less positive on all measures.

Military and Civilian Climat

- Main areas of concern: organizational effectiveness and service level issues.
  - 1/3 indicated negative ratings on commitment.
  - Almost half indicated negative ratings on mission effectiveness.
  - Almost half indicated negative ratings on job satisfaction.
  - Over one fourth rated.
    - Their organization climate was “poor” of “very poor.
    - Experienced service-wide discrimination.
    - Experienced “reverse discrimination.”

Summary

- The data suggests that overt discrimination within most Marine units is uncommon.
- There is room for improvement in the relations between the major demographic groups.
- A significant number of MEOCS participants have perceptions of Service-level discriminations.

The Future

Step One:

Three New Surveys

Questions have:
- neutral tone
- fewer items

1) Universal (ORI-U)
   - Unit Level Climate
   - Organizational Effectiveness
   - Organization-Wide Climate

2) Strategic OE & Civilian Climate (ORI-SOE/C)
   - Unit Level Climate
   - Expanded Strategic Organizational Effectiveness
   - Civilian Climate

3) Program Review (ORI-PR)
   - Unit Level Climate
   - Organizational Effectiveness
   - Program Evaluation/Review

Coming to you in 2002 !

The Horizon!

A MEOCS that can be customized using any the 6 Organizational Readiness Indicators:

- Unit Level Climate
- Organization-Wide EO
- OE
- Expanded OE
- Civilian Climate
- EO/EEO Program Evaluation